Vendors must have an active, approved master contract under the SITE program and be approved in the category or categories listed in the RFO document in order to respond to and RFO. Vendor is responsible for reading all addenda associated with the RFO.

IT Professional Technical Services

SITE Program

T#:14ATM

Request for Offers (RFO) For Technology Services Issued By

The Office of MN.IT Services (MN.IT) @ Minnesota Department of Natural Resources (DNR)

Project Title: Business Analysis of DNR Division of Forestry's Next Generation of Data Systems

Category: Analyst

Business Need

The Forestry Division of the Department of Natural Resources is responsible for managing about 4.2 million acres of state-owned land. The Division has existing disparate systems that cover particular disciplines in that management (inventory, planning, management or silviculture, and harvesting/sales). The Division of Forestry is in need of a new, modern, and comprehensive integrated forestry management system to support the efficient and effective operation of its core state forest land management lifecycle (assess – plant – manage – harvest, repeat), provides effective linkages to other DNR information systems, and supports better information sharing and coordinate with other divisions, government units, and their information systems. DNR has received legislative support to complete this systems review and business analysis with the expectation that DNR will return to the legislature in the future with a proposal to fund the development, implementation and maintenance of such a system.

MN.IT @ DNR, along with the Division of Forestry requests proposals to perform a study that will:

- Assess and document its state forest land management needs and objectives;
- Identify and evaluate alternative approaches for meeting those needs;
- Help the Division of Forestry select from among those approaches;
- Define the scope of a project to select, acquire, or build, and implement a forestry management system;
- Estimate the costs of selecting, implementing, administering, and maintaining that system; and
- Identify and document risks to the implementation project and propose mitigation strategies.

A blueprint for an integrated system was developed in 1989. The system was partially implemented with custom development and with the implementation of portions of a commercially available system. This piecemeal approach didn't fully integrate the business processes because financial and division focus pressures, as well as the relentless change in technology occurred too fast for the division to keep up.

The goal of this engagement is to prepare the Division of Forestry to have the necessary information to identify the approach (buy/build) a system by January 1, 2017. The division will need this information to submit a budget initiative for the 2017 legislative session, with the goal of having a working system built or implemented by June 30, 2019. The engagement is expected to develop among the department's managers and state legislators a common understanding of the needs, opportunities, objectives, costs, and risks associated with implementing a modern forestry management system.

Project Deliverables

The selected Vendor will gather and analyze information from key project stakeholders inside DNR (estimated 10 functional groups), from other forestry agencies that may or may not interact with the Division of Forestry, from literature about forestry management systems, and from providers of forestry management systems.

The Vendor will synthesize those findings into a draft needs assessment report that:

- Defines the "forestry management system".
- Documents the department's needs and objectives in implementing such a system.
- Describes—with explicit examples—alternative approaches to forestry management systems that are employed in other organizations, particularly organizations with missions similar to the Division of Forestry's mission.
- Documents and evaluates the benefits, costs, and risks of alternative approaches for the Division of Forestry.

The Vendor will present a draft report to a DNR steering team, which will select from the approaches offered by the Vendor.

The Vendor will prepare and deliver a final version of the needs assessment report.

Next, the Vendor will draft a project definition report for the system selection and implementation project.

The project definition will:

1. Define the project's objectives.
2. Identify the organizations; both internal and external to the Division of Forestry, that will be affected by the project.
3. Draft a system requirements document including:
    - Define the proposed project's scope in terms of business processes that will be supported by the system;
    - Define the proposed project's scope in terms of the data that will be captured and maintained in the system;
    - Define the proposed project's scope in terms of the external information systems with which it will interact and how that interaction will be accomplished;
    - Define the proposed project's scope in terms of the external information systems with which it will NOT interact and document the barriers to interaction;
      Define the proposed project's scope in terms of the data in existing information systems that must be extracted, cleansed, transformed, and loaded into the new information system.
4. Divide the system selection and implementation project into manageable phases.
5. Estimate the effort that will be required by internal staff during each phase and describe the staff commitment that will be required to administer the system once it is fully implemented.
6. Estimate the full costs of each of those phases and the annual cost of maintaining and operating the system once it is fully implemented.
7. Identify major decisions and other challenges the Division of Forestry will be forced to address in order to make the system selection and implementation project successful.
8. Document all assumptions on which the project definition and cost estimates are based.
   Draft a request for proposal and scoring grid for selecting, or building the system based on the system requirements.

The Vendor will present the draft project definition to a DNR steering team, which will review and propose modifications.

The Vendor will prepare and deliver a final version of the project definition.

The Vendor will prepare and deliver a risk assessment report that identifies major risks to the project and proposes mitigation strategies.

Notice

The successful Vendor will not be eligible for future contracts related to this work.

Project Milestones and Schedule

- Anticipated Project Start Date: May 16, 2016
- First Draft of the Project Definition Report Deliverable: December 1, 2016
- Anticipated Contract End Date: February 1, 2017

Project Environment

- Will need to interface with a variety of individuals both on the project team and individuals outside the project team that may have a vested interest and can offer information pertaining to the project.

Project Requirements

- Compliance with the Statewide Enterprise Architecture
- Compliance with Statewide IT Security Policies and Standards, including continuity of operation
- Compliance with Statewide Accessibility Standards
- Compliance with Statewide Project Management Methodology
- Compliance with applicable industry/agency standards

Responsibilities Expected of the Selected Vendor

Vendor will work in a team environment under the direction of the Forest Policy & Planning Supervisor. Responsibilities include:

- Analyze and synthesize information provided by a large number of people who interact with the business (customers, staff, IT, executives, etc.);
- Responsible for eliciting the actual needs of stakeholders (not just desires) and successfully documenting, managing, translating and communicating these needs between the various groups. Communicate and incorporate DNR'S's visions, business plans and key objectives;
- Provide Requirements Management and Communication to ensure project teams and stakeholders stay aligned and in agreement on project scope and communication. This covers: communicating requirements and conflict resolution;
- Provide Enterprise Analysis to identify a business need, gaps in fulfilling that need, refinement and definition of the need, proposed approach scope to meeting the need, and building the case to justify the work. This covers: assessing business architecture; undertaking gap analysis; feasibility studies; defining the solution scope; and developing business cases;
- Provide Requirements Analysis to progressively prioritize and elaborate requirements to enable the project team to implement a solution that fulfills the needs of the organization and stakeholders. This involves: analyzing stakeholder needs to define solutions that meet those needs; functional and non-functional requirements; modeling the business domain using process diagrams, flowcharts, data models, etc.; exploring behavior models using use case, user experience design, storyboards, wireframes, user profiles and user stories; and verifying and validating final requirements;
    - ➢ Provide a written work plan with timeframes;
    - ➢ Provide updates and regular status reports as required;
    - ➢ Adhere to a standard, structured methodology for planning and executing.

Mandatory Qualifications (to be scored as pass/fail)

- Vendor must have had two engagements where stakeholder analysis, readiness assessments, evaluating results, and presenting findings were completed;
- Vendor must have five years of business analysis experience that includes:
    - Eliciting, analyzing, and documenting business roles, business requirements, and functional requirements;
    - Business process modeling;
- Vendor must have at least five years of experience managing complex system development, business analysis, and/or performing system assessments.

- Vendor will have a minimum of two years of business analysis experience in a government setting.

Desired Skills

- Prior experience on related initiatives identifying process, procedure, policy, people and technology;
- Two engagements working with WCAG 2.0 and Section 508 accessibility standards.
- The selected vendor must provide references showing the vendor has successfully completed a minimum of three similar planning engagements

Process Schedule

Process Milestone	Due Date
Deadline for Questions	04/25/2016, 2:00 PM CST
Anticipated Posted Response to Question	04/27/2016
Proposals due	05/03/2016, 2:00 PM CST
Anticipated proposal evaluation begins	05/04/2016
Anticipated proposal evaluation & decision	05/10/2016

Questions

Any questions regarding this Request for Offers should be submitted via e-mail according to the date and time listed in the process schedule to:

Name: Jon Nelson, Forest Policy & Planning Supervisor
Organization: Minnesota Department of Natural Vendors
Email Address: jon.nelson@state.mn.us

Questions and answers will be posted via an addendum to the RFO on the Office of MN.IT Services website (http://mn.gov/buyit/14atm/rfo/active.html) according to the process schedule above.

Other persons ARE NOT authorized to discuss this RFO or its requirements with anyone throughout the selection process and responders should not rely on information obtained from non-authorized individuals. If it is discovered a Responder contacted other State staff other than the individual above, the responder’s proposal may be removed from further consideration.

RFO Evaluation Process

The factors and weighting on which proposals will be judged are:

1.	Expressed understanding of project objectives	5%
2.	Vendor Qualifications/References	10%
3.	Experience of personnel working on the project	25%
4.	Methods, work plan, and proposed deliverables	30%
5.	Cost Detail	30%

This Request for Offers does not obligate the state to award a work order or complete the assignment, and the state reserves the right to cancel the solicitation if it is considered to be in its best interest. The Organization reserves the right to reject any and all proposals.

Submission Format

The proposal should be assembled as follows:

1. **Cover Page**
   Master Vendor Name
   Master Vendor Address
   Contact Name for Master Vendor
   Contact Name's direct phone/cell phone (if applicable)
   Contact Name's email address

2. **Summary**
   - State your understanding of the state's needs and describe why you are qualified to satisfy those needs.
   - Call attention to the key aspects of your proposal.
   - Identify the person who will serve as the contact point during the evaluation of your response and the possible negotiation of a work order. Include a telephone number and an email address for this person.

3. **Vendor Profile**
   - Describe the nature of the responding company. Include information about the company's size. Describe the company's principle products and its experience in similar projects. If the response is from two or more companies in a partnership, joint venture, subcontract, or other relationship, state the nature of the relationship and provide a company profile for each participating company.
   - Provide the name of three references who can speak to the Vendors work on a similar project. Include the company name and address, reference name, reference email, reference phone number and a brief description of the project this Vendor completed.

4. **Staff Profile**
   - Provide a resume for the person who will act as the lead and single point of contact for the project. Describe this person's experience in similar projects, particularly work associated with forestry information systems. Describe the nature of the employment or contracting relationship between the vendor and this person as of the response date. Provide examples if this person(s) has had experience with Section 508 and WCAG 2.0 'AA' standards.
   - Provide a resume for the person who will serve as the principal investigator or senior analyst on the project. Describe this person's experience in similar projects, particularly work associated with forestry information systems. Describe the nature of the employment or contracting relationship between the vendor and this person as of the response date. Provide examples if this person(s) has had experience with Section 508 and WCAG 2.0 'AA' standards.
   - Resumes or other information about project personnel should not, if possible, contain personal telephone numbers, home addresses or home email addresses. If it is necessary to include personal contact information, please clearly indicate the proposal that personal contact information is being provided.
   - Provide an excerpt of a report or similar work product authored by the principal investigator or senior analyst in another engagement.

5. **Methods, Work Plan, and Deliverables**
   - Describe the methodology that will be used to create the deliverables. MN.IT @ DNR expects to receive proposals that would employ a variety of methods for performing needs assessments, requirements analysis, feasibility studies, project definition analysis, risk management analysis, et cetera. Any proven method that will result in the specified deliverable will be considered.
   - Provide a work breakdown structure and schedule. The work breakdown structure must show all tasks the vendor will perform and all tasks that the vendor will require of the state. The schedule must allow for delivery of the first draft of the project definition report deliverable by December 1, 2016, and completion of the entire project by January 1, 2017.
   - Describe the degree to which the vendor's tasks will be performed on-site at DNR'S's offices.
   - Provide a high-level outline projected for the needs assessment report deliverable.

- Provide a high-level outline projected for the project charter deliverable.
- Describe methods that will be used to ensure the deliverables of this contract meet accessibility standards incorporating both Section 508 and WCAG 2.0 ‘AA’ standards.

6. Cost Proposal

Include a separate document labeled “Cost Proposal” which includes the name of each resource being submitted and their corresponding proposed hourly rate. The cost proposal must be submitted as a separate document and not included in any other place in the submission.

- State the total price of the proposed services. Include estimated number of hours and rate per hour broken down by resource(s) for each of the deliverables identified above.
- Provide a table showing the hourly rate of staff that will be devoted to the effort, along with an estimate of the number of hours that will be performed by each, and the rate that was used to develop the price.
- If the price is a “not to exceed” amount based on time and materials costs, state that.
- Identify the level of the department’s participation in the contract, as well as any other resources or services to be proved by the department, and details of cost allowances for this participation.

7. Conflict of interest statement as it relates to this project

8. Additional Statement and forms:

1. Affirmative Action Certificate of Compliance (if over $100,000, including extension options) http://www.mmd.admin.state.mn.us/doc/affaction.doc
2. Equal Pay Certificate Form (if proposals exceeds $500,000, including extension options) http://www.mmd.admin.state.mn.us/doc/equalpaycertificate.doc
3. Affidavit of non-collusion http://www.mmd.admin.state.mn.us/doc/noncollusion-2.doc
4. Certification Regarding Lobbying (if over $100,000, including extension options) http://www.mmd.admin.state.mn.us/doc/lobbying.doc

The STATE reserves the right to determine if further information is needed to better understand the information presented. This may include a request for a presentation.

Proposal Submission Instructions

- **Vendor is limited to submission of one proposal in response to the Request for Offers**
- Response Information: The resume and required forms must be transmitted via e-mail to:
  - Georgina Weidell, georgina.weidell@state.mn.us
  - Cc Debra.A.Johnson@state.mn.us on all proposals
  - Email subject line must read: Vendor Name/Twenty First Century Forests BA Proposal/RFO#
- Submissions are due according to the process schedule previously listed.
- **A copy of the response must also be sent to MNIT.SITE@state.mn.us for vendor performance tracking.**
- **You must submit an email with your response or email notification that you will not respond to MNIT.SITE@state.mn.us. Failure to do either of these tasks will count against your program activity and may result in removal from the program.**

General Requirements

Proposal Contents

By submission of a proposal, Responder warrants that the information provided is true, correct and reliable for purposes of evaluation for potential award of this work order. The submission of inaccurate or misleading information may be grounds for disqualification from the award as well as subject the responder to suspension or debarment proceedings as well as other remedies available by law.

Liability

Indemnification
In the performance of this contract by Vendor, or Vendor's agents or employees, the Vendor must indemnify, save, and hold harmless the State, its agents, and employees, from any claims or causes of action, including attorney's fees incurred by the state, to the extent caused by Vendor's:
1) Intentional, willful, or negligent acts or omissions; or
2) Actions that give rise to strict liability; or
3) Breach of contract or warranty.

The indemnification obligations of this section do not apply in the event the claim or cause of action is the result of the State's sole negligence. This clause will not be construed to bar any legal remedies the Vendor may have for the State's failure to fulfill its obligation under this contract.

Disposition of Responses

All materials submitted in response to this RFO will become property of the State and will become public record in accordance with Minnesota Statutes, section 13.591, after the evaluation process is completed. Pursuant to the statute, completion of the evaluation process occurs when the government entity has completed negotiating the contract with the selected vendor. If the Responder submits information in response to this RFO that it believes to be trade secret materials, as defined by the Minnesota Government Data Practices Act, Minn. Stat. § 13.37, the Responder must: clearly mark all trade secret materials in its response at the time the response is submitted, include a statement with its response justifying the trade secret designation for each item, and defend any action seeking release of the materials it believes to be trade secret, and indemnify and hold harmless the State, its agents and employees, from any judgments or damages awarded against the State in favor of the party requesting the materials, and any and all costs connected with that defense. This indemnification survives the State's award of a contract. In submitting a response to this RFO, the Responder agrees that this indemnification survives as long as the trade secret materials are in possession of the State.

The State will not consider the prices submitted by the Responder to be proprietary or trade secret materials.

Conflicts of Interest

Responder must provide a list of all entities with which it has relationships that create, or appear to create, a conflict of interest with the work that is contemplated in this request for proposals. The list should indicate the name of the entity, the relationship, and a discussion of the conflict.

The responder warrants that, to the best of its knowledge and belief, and except as otherwise disclosed, there are no relevant facts or circumstances which could give rise to organizational conflicts of interest. An organizational conflict of interest exists when, because of existing or planned activities or because of relationships with other persons, a vendor is unable or potentially unable to render impartial assistance or advice to the State, or the vendor's objectivity in performing the contract work is or might be otherwise impaired, or the vendor has an unfair competitive advantage. The responder agrees that, if after award, an organizational conflict of interest is discovered, an immediate and full disclosure in writing must be made to the Assistant Director of the Department of Administration's Materials Management Division

("MMD") which must include a description of the action which the Vendor has taken or proposes to take to avoid or mitigate such conflicts. If an organization conflict of interest is determined to exist, the State may, at its discretion, cancel the contract. In the event the responder was aware of an organizational conflict of interest prior to the award of the contract and did not disclose the conflict to MMD, the State may terminate the contract for default. The provisions of this clause must be included in all subcontracts for work to be performed similar to the service provided by the prime Vendor, and the terms "contract," "Vendor," and "contracting officer" modified appropriately to preserve the State's rights.

IT Accessibility Standards

All documents and other work products delivered by the vendor must be accessible in order to conform with the State Accessibility Standard. Information about the Standard can be found at: **http://mn.gov/mnit/programs/policies/accessibility/**.

Preference to Targeted Group and Economically Disadvantaged Business and Individuals

In accordance with Minnesota Rules, part 1230.1810, subpart B and Minnesota Rules, part 1230.1830, certified Targeted Group Businesses and individuals submitting proposals as prime Vendors will receive a six percent preference in the evaluation of their proposal, and certified Economically Disadvantaged Businesses and individuals submitting proposals as prime Vendors will receive a six percent preference in the evaluation of their proposal. Eligible TG businesses must be currently certified by the Materials Management Division prior to the solicitation opening date and time. For information regarding certification, contact the Materials Management Helpline at 651.296.2600, or you may reach the Helpline by email at mmdhelp.line@state.mn.us. For TTY/TDD communications, contact the Helpline through the Minnesota Relay Services at 1.800.627.3529.

Veteran-Owned Small Business Preference

Unless a greater preference is applicable and allowed by law, in accordance with Minn. Stat. § 16C.16, subd. 6a, the Commissioner of Administration will award a 6% preference in the amount bid on state procurement to certified small businesses that are majority owned and operated by veterans.

A small business qualifies for the veteran-owned preference when it meets one of the following requirements. 1) The business has been certified by the Department of Administration/Materials Management Division as being a veteran-owned or service-disabled veteran-owned small business. 2) The principal place of business is in Minnesota AND the United States Department of Veterans Affairs verifies the business as being a veteran-owned or service-disabled veteran-owned small business under Public Law 109-461 and Code of Federal Regulations, title 38, part 74 (Supported By Documentation). See Minn. Stat. § 16C.19(d).

Statutory requirements and certification must be met by the solicitation response due date and time to be awarded the preference.

Foreign Outsourcing of Work Prohibited

All services under this contract shall be performed within the borders of the United States. All storage and processing of information shall be performed within the borders of the United States. This provision also applies to work performed by subVendors at all tiers.

Work Force Certification

For all contracts estimated to be in excess of $100,000, responders are required to complete the Affirmative Action Certificate of Compliance and return it with the response. As required by Minnesota Rule 5000.3600, "It is hereby agreed between the parties that Minnesota Statute § 363A.36 and Minnesota Rule 5000.3400 - 5000.3600 are incorporated into any contract between these parties based upon this specification or any modification of it. A copy of Minnesota Statute § 363A.36 and Minnesota Rule 5000.3400 - 5000.3600 are available upon request from the contracting agency."

Equal Pay Certification

If the Response to this solicitation could be in excess of $500,000, the Responder must obtain an Equal Pay Certificate from the Minnesota Department of Human Rights (MDHR) or claim an exemption prior to contract execution. A responder is exempt if it has not employed more than 40 full-time employees on any single working day in one state during the previous 12 months. Please contact MDHR with questions at: 651-539-1095 (metro), 1-800-657-3704 (toll free), 711 or 1-800-627-3529 (MN Relay) or at compliance.MDHR@state.mn.us.